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Approved For Release 2004/03/26 : CIA-RDP55-00037A000200120001-2

SECURITY INFORMATION

STAFF STUDY

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ADMISSION OF STUDENTS TO TRAINING

STATEMENT OF THE PROBLEM

1. To establish procedures which will insure effective enrollment of students in courses offered by TR(S), effective selection of courses required to meet the students' training requirement as dictated by their projected assignments, and adherence to established prerequisites for all TR(S) courses.

ASSUMPTIONS

2. It is assumed that:

a. The operating offices have accepted the necessity of affording new employees sufficient time to complete such courses of instruction offered by TR(S) which have a direct application to the projected assignment of the individual.

b. The operating offices have accepted the necessity of providing operationally experienced field returnees with sufficient time to complete selected basic and advanced courses which have direct application to the subsequent assignment of the individual.

c. [redacted] dated 15 May 51, subject Functions and Responsibilities of the Training Officer, is intended to effectively provide authority to the Training Officer for the efficient enrollment of students, proper selection of courses and adherence by students to prerequisites established by TR(S). Pertinent extracts ~~of~~ from this regulation are herein quoted.

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"2. Functions

"a. To formulate policy and procedures for OSO with respect to training support and to insure that approved policy and procedures are followed.

"b. To determine training requirements of the Staffs and Divisions with respect to numbers of people to be trained, type and content of training, and phasing and location of instruction.

"c. To assist in the formulation and the coordination of training plans of the Staffs and Divisions.

"d. To insure that all personnel of OSO receive indoctrination, training, refresher training, and specialized instruction as required; to review the training performance of OSO personnel and to prepare recommendations for further training.

/e/

"1. To coordinate the activities of the Staff and Division Training Officers.

"3. Procedures

"d. Training problems within the Staffs and Divisions will be handled by Training Liaison Officers whose responsibilities and duties are described in

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"2. Functions

"d. To prepare, for concurrence of the OSO Training Officer, individual training requests concerning all staff personnel entering on duty and those scheduled for reassignment.

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"e.

"(1) furnish TRD the necessary data about students for training and evaluation purposes;

"(2) thoroughly brief such students prior to enrollment on the importance and purpose of their training;

"h.

"(1) General training plans and requirements and specific estimates with respect to staff training, covert training, assessment, holding,

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~~Pertinent~~

[redacted] dated 20 Aug 51, is also intended to effectively provide authority for the Training Officer to insure efficient enrollment of students, proper selection of courses and adherence to prerequisites established by TR(S). Pertinent extracts of from this regulation are included herein.

"1. Purpose

To formulate training policies, plans, and programs applicable to OPC operations; to exercise staff supervision over the determination of OPC training requirements; to develop training doctrine and training standards for all OPC training;

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the development of career management within OPC and the Agency as a whole.

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"2. Major Functions

"a. Formulates and recommends OPC training policies for the approval of ADPC.

"e. Provides technical assistance and staff supervision over OPC Divisions in establishing specific estimates of training requirements (both overt and covert; [redacted]) integrates such requirements into OPC training plans and programs.

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"g. Controls all OPC requests for training services and facilities, including enrollment of individual personnel in available courses; reviews training reports and provides analyses of the contribution of training programs to increased effectiveness of covert operations, taking corrective action where necessary to insure effective employment of facilities.

"j. Collaborates with the Director of Training, CIA, in the development of the training aspects of CIA career management and with the OPC Personnel Branch in the development of the OPC aspects of such a career system.

"k. Collaborates with Training Officer, OSO, in all matters affecting the joint training needs of ~~the~~ OPC and OSO.

[redacted] dated 26 Apr 51, subject Training Policies and Procedures. Pertinent extracts from this regulation are quoted which are considered to have a bearing on this problem in that it establishes certain authorities and responsibilities of the OPC Training Officer and Division Chief.

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"1. Authority

"a. Training Division

OPC training programs conducted in the United States will be provided or arranged for by the Joint OSO/OPC Training Division. The Training Division will receive policy guidance from the Joint Training Committee. One OPC officer is designated as a member of the Committee and PT/TR is designated as technical assistant and alternate to the OPC representative.

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"b. OPC Training Officer

PT/TR is designated as the staff training officer to insure that:

"(1) Adequate training is available.

"(2) Minimum standards are met.

"c. Staff and Division Chiefs

Each Staff and Division Chief is responsible for compliance of his employees with the provisions of this regulation. He will designate a senior officer as Training Liaison Officer to be responsible for training matters in his Staff or Division.

"3. Procedures

"b. Individual Training Requests

Staff and Division Chiefs will submit requests for training or requests for waiver within one week of entering-on-duty date as follows:

"(1) Staff training. Request for Training Form 51-1, in duplicate, to PT/TR for all new staff employees.

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"(2) Area training. Request for Area Training Form ~~51-59~~ 51-59, in duplicate, to PT/TR for all candidates for area training.

"(3) Covert training. Individual requests to the Chief, Covert Training Branch, TRD, on Form 59-8 in duplicate in pseudonym.

"c. Scheduling of Trainees

PT/TR will coordinate scheduling of trainees with TRD Records and Scheduling Officer."

FACTS HEARING ON THE PROBLEM

~~3/~~
3. TR(S) has followed an established procedure of announcing all courses by memoranda addressed to all Divisions and Staffs, OSO/OPC, three weeks in advance of the starting date. These announcements clearly indicate the name of the course, the day and hour of the starting date, building and room number to which the student will report, date on which enrollments will be closed and starting date of the next course.

4. TR(S) has followed an established procedure of announcing by memoranda to all Divisions and Staffs a long-term schedule indicating projected starting dates for all ~~regularly~~ regularly scheduled courses.

5. TR(S) has prepared and submitted to the Divisions and Staffs a program of instruction which outlines in brief form the objectives and scope of instruction provided in each regularly scheduled course.

6. The operating divisions and staffs OSO/OPC have ~~previously~~ appointed training liaison officers to assist the divisions and staffs in the selection of courses of training considered pertinent to the projected assignment of the individual as well as to assist in the processing of the training request through the Training Officers OSO/OPC to the Registrar, TR(S), by which the enrollment of the student is effected.

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8. It is considered significant that the Training Liaison Officers responsible for guidance and advice in selecting appropriate courses of instruction have in most instances not taken sufficient training to have sufficient knowledge of the content of the courses offered by TR(S) to effectively carry out their responsibilities.

9. The operating Divisions, through their Training Liaison Officers and the TO OSO/OPC, have frequently made requests upon the Registrar, TR(S), to:

a. Cancel enrollment for students after the date set by TR(S) for course enrollments to be closed.

b. Alter the selection of courses in which the student has been enrolled.

c1 Insert additional students into courses following the date enrollments for the ~~course~~ course have been closed.

d. ~~Except~~ Accept students on an audit basis for courses which have direct application to the projected assignment of the individual.

e. Waive basic courses which have been prescribed as a prerequisite for advanced training without establishing basic criteria upon which requests for waivers could be evaluated.

f. Enroll students in the B group OC when the projected assignment of the individual clearly indicated his need for the instruction given to A group.

g. ~~Schedule~~ Schedule the enrollment of students in various courses without regard to the established prerequisites for such courses or the established training cycle.

h. Enroll students in courses which do not have direct application to the projected assignment of the individual.

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10. Exploration with representatives of the testing evaluation branch, TR(S), indicates that objective tests can be constructed which could be effectively used to test individuals requesting waiver of basic ~~XXXX~~ courses established as prerequisites. Such tests would clearly reveal whether the applicant for waiver had sufficient knowledge of course content to be permitted enrollment in the next course established in the training cycle.

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STAT 11. The mission and function of the Director of Training, CIA, as described in is herein repeated;

(Insert appears on original only)

It is clear from the above that the Director of Training is responsible only for the development and conduct of training programs required to meet operations, and does not have authority to prescribe who shall take training and what training shall be taken to qualify personnel of CIA for specific projected assignments. This authority is retained in the various offices of CIA.

DISCUSSION

12. In considering the establishment of procedures which will insure effective enrollment of students effective selection of courses required to meet the students' training requirement as dictated by their projected assignments and adherence to established prerequisites, attention has been given to the authorities and procedures already established by OSO and OPC

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regulations quoted above.

13. The success or failure of existent procedures which entail a delegation of authority from the Division Chief to the TLO for the selection of pertinent courses to be taken by the Division trainee, the proper preparation of the training request by the TLO for submission to the Registrar, TR(S), through the Training Officer, is contingent upon the Training Liaison Officer having a detailed knowledge of the following factors:

a. An understanding of the functions and responsibilities of each category or position in the division for which personnel are to be trained.

b. A comprehension of the content and substance of each course offered by TR(S). ~~the~~

c. A comprehension as to which courses offered by TR(S) are peculiarly applicable to the various functional positions in the division for which employees are to be trained.

d. A thorough knowledge of the prerequisites for each course offered by TR(S).

e. A criteria which can be correctly used in seeking a waiver of certain courses offered by TR(S) which have been established as prerequisites for more advanced training. Paragraph seven, which indicates ~~the~~ the extent of training received by each of the Training Liaison Officers, OSO/OPC, has been included as an indication of the probable effectiveness of the existing procedures.

14. In view of the fact that the Director of Training, CIA, does not have authority to present to prescribe certain courses as a basis for qualification of the individual for a projected assignment, [] will

necessarily have to be amended if such authority is deemed desirable and if the authority now prescribed for the Training Officers OSO/BPC was to be made subordinate to the Director of Training, CIA.

15. The pattern of training selected by Training Liaison Officers OSO/OPC for employees of the two covert offices has in the past been affected by the following factors:

- a. Previous intelligence experience of the trainee;
- b. Operational overseas requirements of the individual;
- c. Operational requirements for the individual's services in a departmental capacity.
- d. An apparent desire in certain cases to avoid training evaluation;
- e. Lack of understanding of the applicability of basic and advanced courses to the stated projected assignment of the individual;
- f. Absence of a pre-determined assignment for the individual prior to his completion of basic training;
- g. ^{Alteration} Authorization of the projected assignment for the individual after the training pattern has been established. ~~to be organized in sequence~~

In a great many cases these factors are inherent in a system which requires the preparation of a project, recruitment of personnel against future contingencies and the subsequent elimination of the projected personnel requirements by command decision over which the Division Chief has no control.

15. Despite the factors mentioned above, it would seem desirable to establish a series of flexible training patterns designed to qualify personnel for the various categories of job assignments established in the covert offices and to ^{in proper sequence} ~~provide the proper~~ ^{training} ~~sequence~~ necessary to qualify the individual for a defensive projected assignment.

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16. It is the current practice to interpret past experience in allied intelligence fields as an equation for the substance of basic courses in TR(S) and such experience is used as the basis for requesting waiver of courses established as prerequisites for more advanced training. This practice is considered questionable, to say the least, in that the interpretation and evaluation of the employee's previous experience is frequently made by personnel who do not have experience or maturity of judgment in the field of clandestine operations and ^{who have} only a perfunctory knowledge of the substance of the courses offered by TR(S). The objective testing of all personnel who desire to audit or waive courses which are pertinent to their projected assignment could serve as a more accurate criteria of the individual's demonstrable knowledge and a sound basis for authorizing waiver or audit privileges.

17. The Registrar function of TR(S) is at present an office of record only, without authority to approve or reject entry of students in requested courses beyond the ceilings which have been established on the basis of physical limitations. The Registrar may do no more than advise the Training Officers or Training Liaison Officers concerning suggested revision of a proposed training pattern. It has been the practice ^{of} for Training Officers to make frequent requests to the Registrar, TR(S), for exceptions to ~~pro-~~
~~cedures established by TR(S)~~ ^{TKS procedures} for the enrollment of students. Specific examples of this are included in paragraph 9 above. It has also been the practice ^{of} for Training Officers and Training Liaison Officers to appeal the enforcement of procedures affecting enrollment of students by Staff Officers in TR(S), course chiefs, or the Registrar, to DD/TR(S) in all cases where circumstances seem to dictate the need for exception. Actually, the authority

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to control and reject Branch and Division requests for exceptions to TR(S) procedures for the enrollment of students, has been clearly delegated to the Training Officers, OSO/OPC. However, as a natural practice, this authority is too frequently deferred to various representatives of the Office of Training. It is therefore clearly indicated that there is a need for centralization ~~of~~ of authority within the Office of Training to decide the fundamental questions as to what training the employee should have; in what sequence it should be presented; when the training should begin; and what procedures should be established and adhered to affecting the enrollment of students.

CONCLUSIONS

18. It is concluded that:

- a. The operating divisions of OSO and OPC have not selected ~~to~~ TLO's on the basis of operational experience, maturity of judgment, and thorough comprehension of the capabilities and limitations of TR(S).
- b. That the Training Officers, OSO/OPC have not fully exercised the authority vested in them by OSO and OPC regulation with respect to insuring that all personnel receive refresher training and specialized instruction as required, or insuring that the procedures established by TR(S) ~~for~~ for the enrollment of personnel in training have been effectively carried out.
- c. That which prescribes the mission and function of the Director of Training, should be amended to include the necessary authority, in the Office of the Director of Training, whereby all personnel would not only be provided the training they require but will be required to satisfactorily complete those courses of training

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which are peculiarly applicable to their projected assignment.

d. That the Office of Training (Special) should establish a position for a Senior Registrar under the Chief of the Support Staff with responsibility for

(1) Authority to prescribe a pattern of training required by the individuals¹² projected job assignment;

(2) Authority to prescribe a pattern of training required by the individual's projected job assignment;

(3) Authority to require adherence to establish^{ed} prerequisites for all advanced training;

(4) Authority to review, and to approve or reject, requests for waiver or audit on the basis of criteria produced by objective testing of individual's requesting waiver or audit privileges; and

(5) Authority to enforce adherence to established procedures dealing with the enrollment and withdrawal of students.

RECOMMENDATIONS

19. It is recommended that:

a. be amended to provide the Director of Training with authority to prescribe what training employees of the Agency should have, in order to qualify for their projected assignment in the Agency.

b. That the position of Senior Registrar be established in the Office of Training (Special) with the functional responsibilities as described in ~~paragraph~~ ^{para}graph 18 d above.

c. Training Officers, OSO/OPC, and the Training Liaison Officers in the covert offices be required by regulation to cooperate and support the Registrar, TR(S), by providing all pertinent information concerning

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the personnel to be trained, to include ~~a~~ detailed statement of
previous intelligence experience ^{and} ~~and a detailed statement of the~~
projected assignment.